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The
**NATIONAL ASSOCIATION
of CORPORATION SCHOOLS
BULLETIN**

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Volume V

June, 1918

The Industrial Value of Recreation

When those more advanced business corporations conceived the industrial value of recreation such activities were often referred to by the reactionary as "fads." During the last few years, however, there has been a growing recognition that recreation operates exactly as the word would indicate. The right kind of exercise and social intercourse recreates in the individual enthusiasm, desire and loyalty. It raises the worker out of the dulness of the daily routine and gives life a more brilliant hue. Not only is properly supervised recreation good economics as applied to the worker but it is equally good when applied to the worker's family. In this issue of the BULLETIN is a feature article describing the recreational activities of several industrial corporations.

**PUBLISHED BY ORDER OF THE
EXECUTIVE COMMITTEE**

The National Association of Corporation Schools

Headquarters, 130 East 15th Street, New York City

Objects

Corporations are realizing more and more the importance of education in the efficient management of their business. The Company school has been sufficiently tried out as a method of increasing efficiency to warrant its continuance as an industrial factor.

The National Association of Corporation Schools aims to render new corporation schools successful from the start by warning them against the pitfalls into which others have fallen and to provide a forum where corporation school officers may interchange experience. The control is vested entirely in the member corporations, thus admitting only so much of theory and extraneous activities as the corporations themselves feel will be beneficial and will return dividends on their investment in time and membership fees.

A central office is maintained where information is gathered, arranged and classified regarding every phase of industrial education. This is available to all corporations, companies, firms or individuals who now maintain or desire to institute educational courses upon becoming members of the Association.

Functions

The functions of the Association are threefold: to develop the efficiency of the individual employee; to increase efficiency in industry; to have the courses in established educational institutions modified to meet more fully the needs of industry.

Membership

From the Constitution—Article III.

SECTION 1.—Members shall be divided into three classes: Class A (Company Members) Class B (Members), Class C (Associate Members).

SECTION 2.—Class A members shall be commercial, industrial, transportation or governmental organizations, whether under corporation, firm or individual ownership, which now are or may be interested in the education of their employees. They shall be entitled, through their properly accredited representatives, to attend all meetings of the Association, to vote and to hold office.

SECTION 3.—Class B members shall be officers, managers or instructors of schools conducted by corporations that are Class A members. They shall be entitled to hold office and attend all general meetings of the Association.

SECTION 4.—Class C members shall be those not eligible for membership in Class A or Class B who are in sympathy with the objects of the Association.

Dues

From the Constitution—Article VII.

SECTION 1.—The annual dues of Class A members shall be \$100.00.

SECTION 2.—The annual dues of Class B members shall be \$5.00 and the annual dues of Class C members shall be \$10.00.

SECTION 3.—All dues shall be payable in advance and shall cover the calendar year. New Class A members joining between January 1st and April 1st shall pay first year's dues of \$100.00; those joining between April 1st and July 1st shall pay nine months' dues or \$75.00; those joining between July 1st and October 1st shall pay six months' dues or \$50.00; those joining between October 1st and December 31st shall pay three months' dues or \$25.00, but for subsequent years shall pay full dues of \$100.00. Any members in arrears for three months shall be dropped by the Executive Committee unless in its judgment sufficient reasons shall exist for continuing members on the roll.

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The National Association of Corporation Schools

B U L L E T I N

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No. 6

WORLD-WIDE RECOGNITION OF THE VALUE OF TRAINING

Looking forward to the close of the present world conflict, one must be impressed with the importance of education and training as factors in the reconstruction period. The nations which develop these factors most fully will have a decided advantage over other nations which neglect the education and the training of their citizens. Academic education has been an important factor in England, France and Germany for many years. In fact, academic education has long been accepted in these nations, as in the United States, as an essential element in modern civilization. Other nations, as, for example, Russia, China, and those which have been known as the least progressive, have now recognized the full significance of education, and in part there is recognition in these nations of the value of training for skill.

In Japan democratic education was commenced about fifty years ago. With the reorganization of the educational system of Japan, or rather with the inauguration of an educational system, that country gave up once and for all the religious, social and conventional education, accepting the belief that happiness and the progress of a nation come only through independent, liberal and democratic teachings.

It was an American, Dr. Murry, who played the most important part in instituting the modern educational system of the Nippon. Dr. Murry is now in his eternal sleep—his remains resting at New Brunswick, N. J., but through his teachings and his counsel Japan has arisen from an unimportant and isolated country to be one of the powers of the modern world.

Japan now has the kindergarten, an elementary or primary educational system where the higher instruction is given. To the Japanese school life is serious. Poverty is an important

factor in holding back instruction, but the Western school system, with compulsory education, inaugurated by the Emperor Meiji in 1872, has borne fruit. Hundreds of students educated in England, Germany and the United States are instructing the Japanese youth. Indeed, the Japanese educational plan includes much that is not found in our own systems for instruction. Having worked out a fairly satisfactory system of academic instruction, the Island Empire is now turning seriously and devotedly to the matter of training for skill. Nor is Japan alone in this new devotion and seriousness. A bill has been introduced in the Senate of France making industrial education compulsory to the age of eighteen. England has prepared a complete revision of her academic system, and has also inaugurated a training plan which would have been considered impossible prior to the war.

Bleeding and torn, and without any definite hope for stability, Russia is forging ahead along educational and training lines. Nor is our own country unaware of the importance of training. There is yet much to be done, however, before the United States can feel any confident degree of satisfaction in this respect, for we do not equal many of the other nations of the world occupying positions of much less importance. Much of the additional educational and training facilities must be provided for by the public school system, but industry must also do its share.

EDUCATIONAL DEVELOPMENTS WHICH MEAN EFFICIENCY

Not only has the United States finally awakened to the importance of the task which we have undertaken in our effort to make the world safe for democracy, but there is also a more complete understanding of the problems that will face us as a nation after the world has been made safe for those principles which every true American reveres. It is especially gratifying to note the developments educationally. A few such developments are listed here. The selection has been made at random, and the list is only sufficiently large to serve as an indication, but not as an attempt to compile a directory of educational activities.

William M. Roberts, Assistant Superintendent of Schools, and in charge of evening and supplementary schools in Chicago, stated in a recent interview that "illiterate foreigners employed by large industrial concerns will soon have to study English at night schools or else lose their positions." This subject was

taken up at a recent conference of superintendents at Atlantic City. The idea underlying the plan is that foreigners enjoying the benefits of this country should attempt to learn the language in order that they may get to know our institutions and become Americanized.

President Somers, of the Board of Education of New York, recently conferred with the National Section for Industrial Training for War Emergency. The activities of this organization have been explained in a recent issue of the BULLETIN. The purpose of the Conference was to ascertain what the Board of Education could do to aid the National Section in training for war work in the trades. The result of the Conference is that many men will be trained in the shops of the vocational and manual training schools of New York. Instruction will also be given in factories which have war contracts. There are at present 124 Continuation Classes in New York where technical instruction to workmen of various kinds is being given. Classes in the shipbuilding trades, aerial work and camouflage are large.

In New Orleans the municipal kitchen, conducted under the supervision of Mayor Dehrman, the Council of National Defense and the United States Shipping Board, is training a large number of women in the art of cooking; especially commendable work is being done through night classes in the poorer sections of the city, where women with large families and small incomes have been educated in the conservation of food, and also to serve food that is nourishing but inexpensive.

At the Johns Hopkins University in Baltimore agents of the Federal Vocational Board have arranged for classes where men selected for the national army will receive technical training. Similar classes have been arranged in many of the universities throughout the country. Every man who is admitted for vocational instruction in these classes must have already had at least one year's training in the particular branch in which he wishes to perfect himself. The courses at Johns Hopkins will be conducted under the auspices of the civil electrical and mechanical engineering departments of the university, and will include instruction in the construction and repair of gas engines, electrical work, mechanical draughtsmanship, concrete work and carpentry. Several hundred men will be assigned to the school at Johns Hopkins, and equally large assignments will be made at the other universities.

At Newark, N. J., women are taking an especially keen interest in the Government's plea for food conservation. So far,

at the Bamberger Liberty Kitchens, 850 women have been instructed. The work will be continued.

Stevens Institute of Technology, located at Hoboken, N. J., has been designated by the Navy Department as the headquarters of the new United States Naval Steam Engineering School for the training of engineer officers for the United States Naval Auxiliary Reserve. Five months will be devoted to the course of training, the time to be divided between instruction in military and ship duties, inspection and repair duties at local shipyards, and engine room service at sea.

Again, at New Orleans, the School of Domestic Science, an institution established by the New Orleans Gas Light Company, has graduated 250 negro cooks, who have been especially trained in the conservation of foods. The graduation of the first class was an occasion for considerable comment. Other classes will follow.

The developments quoted are merely cited as evidence of the vast awakening that has occurred, and the activities which are now being carried on to insure efficiency, the elimination of waste and to place our country on a basis where it will rank the equal if not superior to any other country. If the war serves no other good purpose, here, at least, is an occasion for rejoicing.

LETTING THE COURAGEOUS BEAR THE ADDED BURDEN

The somewhat intense apprehension which was felt by the members of our Association as to just how the crisis, caused by the entrance of our country into the war and the patriotic action of our Association in placing its resources and its membership at the disposal of the Government, would affect our membership directly as well as indirectly, and the ability of our Association to carry on its work has been relieved by the maintenance of membership practically intact. It is, however, interesting to analyze what has occurred. Nearly every Class "A" company which has withdrawn was represented in our Association by an inactive member. The reason given for withdrawal in most cases was that the direct results received did not justify the expenditure of the membership fee. This is the verdict of the companies which have been inactive in the work of our Association.

As opposed to this verdict are the opinions of the executives of those corporations which have renewed their membership and increased their devotion to the ideals which our Association represents. This devotion is well expressed by Mr. J. T. Wallis, General Superintendent of Motive Power of the Pennsylvania Railroad Company. In a recent communication to the editor of the BULLETIN, Mr. Wallis wrote:

"We desire to state that we consider our connection with this Association to be well worth the expenditure of one hundred dollars per year. The information we receive through the co-operative effort of the member companies of the Association could not be obtained singly by us except through considerable expenditures."

Speaking of the value of our Association to the General Electric Company, Francis C. Pratt, Assistant to the President, recently wrote the Executive Secretary:

"We have given particular consideration to the participation of our representatives in the activities of The National Association of Corporation Schools this year, and I am pleased to advise you that our people earnestly feel that the Association is doing a great deal of work of real value. We think it desirable to endeavor to broaden the interest of our people in the work of the Association, and will, therefore, modify in some details our past representation."

The opinions of Mr. Wallis and Mr. Pratt are the opinions of practically every official of the companies which are giving financial support and cooperation to our Association and its activities. The loss of members during the past few months has been but slightly greater than for similar periods of previous years. Many representatives of industrial institutions solicited for membership have frankly stated that their company is awaiting the outcome of the war. A few of those who withdrew gave a similar reason for their action, and yet, if all our membership assume the same attitude there would be no organization to whom allegiance could be pledged when the waters have become more calm.

A large majority of the active workers of our Association have been, and now are, rendering patriotic service. They are

upholding the hands of their Government. Partially because of this condition, and partially because of other conditions, brought about by the entrance of our Country into the world struggle, our Association will not hold its annual convention this year, but these problems and their attendant results have not in any way decreased the loyalty of these splendid representatives of American industry—rather their devotion and their efforts have been increased.

It would be difficult from patriotic motives, or any other motive that one would care to champion, to justify the action of saving the membership fee, while others more courageous carry the addition to the load. Those who have withdrawn have assumed in most cases that our Association will continue its activities, and will be in existence, and worthy of their renewed support when industrial conditions have become more normal. In this assumption there may be a thought worthy of the consideration of our Class "A" members. Perhaps this condition could be corrected by exacting an initiation fee from new members in addition to the annual dues. This method might result in a more equal and a more just distribution of the burden of expense which must be borne by someone if our Association is to endure and to continue the work which not only has proven of value to our Class "A" members, but likewise of tremendous value to our Government in its hour of peril.

WAR LABOR BOARD FOR INCREASING PRODUCTION

Without attracting proportionate attention or comment, a remarkable social experiment of critical interest to our country is about to be made. A representative committee of employers and organized labor will undertake, through machinery jointly devised, to secure uninterrupted maximum production of war necessities and conciliate, mediate, or arbitrate inevitable differences as to hours, wages, and working conditions by the application of standards of mutual conduct which they agree ought to govern the employment relation for the duration of the war.

The joint committee which fathered these proposals was appointed by the Secretary of Labor January 28, 1918, and consisted of five representative employers nominated by the National Industrial Conference Board, and five officers of international unions named by the American Federation of Labor. Each group then selected a representative of the public to participate in the conferences. The employer representatives nominated ex-President Taft; the union representatives Frank P. Walsh, head of the old Industrial Relations Commission.

This joint committee, after repeated conferences at Washington, made recommendations to the Secretary of Labor on March 29 suggesting the creation of a War Labor Board to conciliate and finally adjust labor disputes affecting war production, and offered certain principles and policies to govern the administration of the proposed board.

With the approval of the Secretary of Labor the President of the United States, by Executive proclamation on April 9, adopted the proposals of the joint conference and appointed the same representatives of employers and unions to constitute the National War Labor Board. The President further urged "upon all employers and employes within the United States the necessity of utilizing the means and methods thus provided for the adjustment of all industrial disputes, and requested "that during the pendency of mediation and arbitration through the said means and methods there shall be no discontinuance of industrial operations which would result in curtailment in the production of war necessities."

The conclusions thus reached by the National Industrial Conference Board promises much for military efficiency, and it is quite possible that the lessons learned may provide guidance for similar adjustments as between capital and labor when the military struggle is ended.

The United States is not the only country that has found it desirable to bring about a better working understanding as between capital and labor. Great Britain met a similar condition by the famous Treasury Agreement of March, 1915. The unionists were asked to abandon every restrictive shop practice or

custom threatening the maximum output of munitions, to agree that there should be no strikes affecting such production, that a dilution of unskilled, female and unorganized labor be accepted, with a compulsory arbitration of all differences. In return for this the Government assured a limitation of employers' profits and the restoration, without prejudice to the unions, of the customs and practices which they abandoned for the period of the war. In other words, highly organized Great Britain became an open shop to win the war, for organized British labor accepted the proposal, and has kept its pledge with magnificent loyalty.

Military necessity makes it inadvisable to attempt to plan beyond the period of the war, nevertheless, if a nation learns the lesson that capital and labor, cooperating with the Government, can agree upon terms that will insure a high state of productiveness, even though the motive be military necessity, prompt measures should be taken to extend the benefits of the system. A similar agreement should be arranged to include the reconstruction period. By the time this period has passed it is not unreasonable to expect that no country would desire to return to the demoralized conditions caused by the struggle as between capital and labor which preceded the outbreak of the war, and which continued during the early months of the conflict.

The fundamental declaration which underlies the whole agreement is the recognition by both parties that "there should be no strikes or lockouts during the war." Expressed in the form of an opinion rather than an imperative pledge, it expresses the end to which all else is subordinate. To avoid this wasteful, and for the war unendurable, method of settling labor disputes, the board arms itself with a means of flexibly adapting its organization to the circumstances of any disagreement. It refuses first of all to take cognizance of any case in which by agreement or statute a medium of adjustment is provided, until that medium has been tried and failed. Even after its intervention has been invoked the board may drop any case if its character or importance does not justify its further consideration.

Where there is a will on the part of all concerned to eliminate waste caused by strife and struggle and a desire to reach a fair

and equitable basis upon which business may be carried on, it is not difficult to find the plan. Such plans, however, must carefully consider the interests of all concerned. There must be equality of opportunity and equality of reward according to merit. The "Labor Democracy" plan of the Standard Oil Company and similar plans being developed by other industrial institutions will undoubtedly produce valuable information which may be utilized in the final elimination of strikes, contention and their resultant wastes.

"LOCKING THE DOOR AFTER THE HORSE IS STOLEN"

Mr. Walter D. Fuller, Secretary of the Curtis Publishing Company, in a recent article points out the growth of the habit in many business organizations to maintain a corps of individuals whose duties are to "check" and "inspect" the output of their fellow workers. Mr. Fuller emphasizes the fact that "persons usually chosen to fill such positions are the most experienced and accurate members of the regular force—generally higher paid." He admits that with certain kinds of work an efficient inspection is desirable, and continues, "inspection, however, has come to be regarded as the 'cure all' for nearly every form of office or factory difficulty, and as a result business houses waste thousands of dollars annually in vain attempts to rectify organization errors."

After a careful study of these conditions, Mr. Fuller has found the solution, not in a cure, but in prevention. "Inspection is merely 'Locking the door after the horse is stolen'—it may keep errors from reaching the outside world, but it does little to eliminate the organization disease which is causing the trouble."

The ideal of management should be to prevent errors, mistakes or bad work, and management to be effective must provide for training of the worker, the fixing of responsibility and reward for efficient service. "Inspection complicates and slows up processes, it sacrifices the determination of personal responsibility; it jeopardizes the foundation of efficiency; it is expensive,

disorganizing, usually fails in its true object, and often breeds bad spirit."

Mr. Fuller points out that notwithstanding the indictment rendered inspection would be necessary if there were no ways of preventing mistakes or bad work in the first place, but his investigation has shown it is possible to prevent mistakes and bad work, and further to save, at least to a considerable degree, the costs, delays and other handicaps of inspection.

The solution which Mr. Fuller found is in careful study of methods, proper training of workers, and the definite fixing of personal responsibility.

NEW MEMBERS

Since the last statement appearing in the BULLETIN the following new members have been received:

Class "A"

Elliott-Fisher Company, Harrisburg, Pa.—Mr. W. R. Busch.

The National Conduit and Cable Company, Inc.—Hastings-on-Hudson, N. Y.

The Tabulating Machine Company, New York, N. Y.

Victor-Monaghan Mills, Greenville, S. C.—Mr. L. P. Hollis.

Washburn-Crosby Company, Minneapolis, Minn.—Mr. M. D. Bell.

The Dow Chemical Company, Midland, Michigan—Mr. Willis H. Clark.

Class "B"

Mr. George Albach, Jr., The Schwarzenbach-Huber Company, Bayonne, N. J.

Mr. T. B. Clark, Western Union Telegraph Company, New York, N. Y.

Mr. August Lotz, The Schwarzenbach-Huber Company, Bayonne, N. J.

Class "C"

Mr. L. M. Crandall, Gimbel Brothers, New York, N. Y.

Miss Laura Feige, Hahne and Company, Newark, N. J.

Miss Rita Hilborn, 46 West 96th Street, New York, N. Y.

Miss Helen F. McKay, 7 Fifth Avenue, New York, N. Y.

Miss May F. Meiborg, 125 Washington Place, New York, N. Y.

Mrs. Olive Shepherd, 140 Montague Street, Brooklyn, N. Y.

THE INDUSTRIAL VALUE OF RECREATION

In Considering a Plan that Will Embrace "Employes Relations" the Value of Recreation or Play, if You Will, Must Not be Ignored. Recreation Acts as a Restorative and Brings into Action in the Individual Enthusiasm, Desire and Loyalty.

That all work and no play makes Jack a dull boy is a truism regarding the upbringing of children that no one has wasted time questioning for the last fifty years. But that dull, slothful, careless, and generally inefficient adult Jacks and Jills in factories, stores, and workshops might conceivably be transformed into a cheerful, active, cooperating force by a little judicious admixture of variety into the initiative-deadening monotony and routine of the average industrial occupation, has been an idea of slow growth. Even today, the sound economic wisdom underlying the attempts to eliminate or at least modify "soldiering," "clock-watching," "falling into ruts," and similar waste products by arousing the failing energies and resting the attention by diverting it temporarily into another channel, is by no means universally recognized. Work and play in the life of the laboring man are still looked upon as two distinct, more or less antagonistic forces, no more to be mixed or to be correlated one with another than oil and water. To the average employer the amusement and recreation of his employes is strictly their own affair, to be indulged in or to be dispensed with as seems to them best or to comport with their resources. If he reckons with the effect of their amusements on his business at all, it is merely from a negative point of view. Such amusements must on no account interfere with work. It is comparatively rare for an employer to consider the type of recreation indulged in by his men as a possible asset in the conduct of his business.

However, there are managers who have grasped the idea that real enthusiasm may be aroused and sustained and production thereby bettered and increased by providing for their workers an easy access to sane and wholesome types of recreation. There are on file in the office of the Executive Secretary records of upwards of one hundred and fifty companies which have introduced among their other employe relations one or more forms of recreational activity. The outlines of such activities which follow give a more or less complete idea of the general direction followed by em-

ployers in the attempt to introduce a profitable variety and to overcome the undoubtedly pernicious influence of an otherwise inescapable monotony upon the life of the average worker.

The Wayne Knitting Mills, Fort Wayne, Ind.

The Wayne Knitting Mills has always recognized the obligation of modern factories to consider the physical and social well-being of their employes and to offer not only moral encouragement, but financial support in developing the highest and best in them. Its sense of this obligation has culminated in the erection of its present club building, which has for a mission the promotion and development of the social features and welfare work connected with the institution.

From the organization of the company in 1891, noon-day lunches have been served, consisting only of hot coffee in the early years, prepared on a heating stove; later on more elaborate meals were prepared in a regular kitchen and served in a special dining-room until the year 1900, when a complete kitchen and dining-room, employing special cooks, was installed on the second floor of the new office building. A stage was erected with facilities for staging theatricals, and a piano was provided. At the same time a rest room and library were fitted up. These quarters were soon too small, and in 1906 an addition was made, doubling their size. In these various rooms have occurred many social and business affairs, such as stockholders' meetings, theatricals, concerts, dances, banquets, lectures, birthday anniversaries, and political meetings. Many local speakers, as well as prominent public men, including senators, congressmen, and two candidates for the presidency and vice-presidency, have addressed the employes.

The same year the Matchless Club for girls, officered by fore-ladies, was organized to promote social, literary and other communal interests. This Matchless Club was a live wire and a forceful factor in the social and intellectual life of the company, but with the growth of the factory a larger and more representative organization, with a comprehensive plan of work, was outlined, and on New Year's eve, 1905, at a banquet given to the officers and heads of departments by Mr. T. F. Thieme at the Wayne Club, the Textile Industrial Club was launched, and a profit-sharing plan presented to its members. This organization, made up of executive officers and heads of departments, has a membership of forty-four men and women, meets twice a month, and to its care has been assigned the execution of all welfare

work. Its main purpose, however, is to enable its members to become better acquainted with each other through personal contact and business discussions, to be of mutual assistance, thereby increasing general harmony and efficiency, and promoting a strong business and social relationship among the superintending forces. Attendance at these meetings has averaged 80 per cent. for all the years of its existence. Four meetings annually are reserved for social affairs, lectures or banquets.

In 1906 this club organized the Wayne Knitting Mills Benefit Society, the purpose of which is to provide sick, accident and death benefits to factory employes who become members. There being no expense connected with its operation, its members obtain, at a very small monthly cost, quite substantial protection in case of sickness, accident or death, and much good has already been accomplished through its operation.

Another unique organization peculiar to the Wayne Knitting Mills has been the Saxonia Singing Society, organized in 1899, composed of thirty-two of the staunch members of the company. Their songs and entertainments have been a source of enjoyment for many years, not only to themselves, but to their friends as well, and no Wayne Knitting Mill entertainment is ever complete without their cheering, tuneful songs.

The beautiful club building, dedicated to the employes, to the makers of Wayne Knit Hosiery, for the purpose of affording a modern, clean, safe place for dining, resting and playing, as well as for social and intellectual enjoyments, is intended to be in every way worthy of the high quality, skill, faithfulness and loyalty of the 2,300 men and women who have built up the Wayne Knitting Mills, and made "Wayne Knit" a standard for high quality hosiery in the United States.

The building, 80 x 135 feet in size, is of brick, concrete, and steel construction, fireproof throughout. The three floors are equipped with all modern conveniences, and furnished with the best and most approved equipment, at an investment of about \$50,000.

The upper floor is exclusively a girls' dormitory, with single and double sleeping rooms accommodating about 100 girls. Living rooms for the superintendent and wife are also on this floor. The rooms are steam heated, electric lighted, and furnished on a par with modern hotel rooms. It is the ambition of the company to give the girl roomers, through the full use of the club with its many features, an ideal club home for bachelor girls, combined with the protection and comforts of home life.

The main floor contains a large dining room, with two private dining rooms, seating altogether about 600 people; also lunch counters, a well equipped kitchen, store room, music room and library, rest rooms, cloak room and lavatory. The dining rooms on the main floor are for the use of all employes, men and women, but all other rooms on this floor are reserved for girls.

The half-basement floor is devoted to bowling alleys, billiard and pool rooms, gymnasium, card rooms, music room, cigar and refreshment counter, tub and shower baths and lavatories. This floor is for men only, excepting two evenings each week which have been assigned to the girls, when men are excluded.

A lot adjoining on the north is being laid out for an outdoor playground, which is a part of the club house scheme.

While the factory management assumes an advisory and directing control of the clubhouse and all its features, a resident superintendent and his wife—the wife acting as matron—have immediate control and management of the entire building, with the general supervision of all social features in the hands of the special committees of the Textile Industrial Club. While the dining and restaurant feature is open to all employes of the Wayne Knitting Mills and Thieme Bros. Company Silk Mill from 6.00 A. M. to 11.00 P. M., serving breakfast, dinner, supper and lunches, all other departments and features are limited to employes who join the Social Club. Membership in this club is secured by the payment of a nominal membership fee, entitling such member to prescribed privileges.

Members are encouraged to form themselves into small clubs for the various social and special features like bowling, pool and billiards, cards, and various other amusements, for the purpose of assigning certain hours to each one, and thus regulating the use of different club privileges. These clubs, by inviting contests among themselves, will keep up an interest and afford the members regular fixed hours and evenings for their particular entertainments.

While the Wayne Knitting Mills furnishes the building without interest charge, as well as light, heat, and water free, it is expected that club dues, charges for room rent, games, food, etc., will pay all running expenses, such as salaries, food stuffs and supplies, the policy of the company being to discourage any feeling on the part of employes or public that the management is prompted by motives of charity or paternalism in the operation of this clubhouse. The dining and social rooms are also available to

employees for birthday, wedding, anniversary or social dinners and parties.

Realizing the many difficulties in maintaining high order of discipline and moral standard in a club scheme like this, intended as it is to harmonize under one roof a cosmopolitan membership of both sexes, all ages, many nationalities, religious and political beliefs, the company has exercised special care in the arrangement of the building, in the selection of superintendent and matron, in the appointment of the various floors and rooms, and in the framing of House Rules. The company believes its object has been attained. It has copied the best and eliminated the objectionable from the plans of others, adding thereto its own original ideas. Moreover, it has adapted everything, borrowed from others, as far as possible, to meet its own conditions. It wishes every mother and father whose daughters or sons live in or visit this club to feel that the influences and surroundings are calculated to operate only for good, and that all evil and pernicious influences and opportunities are rigidly excluded.

Brooklyn Rapid Transit Company, Brooklyn, N. Y.

The Brooklyn Rapid Transit Company believes it is good business to make its men as comfortable as possible in the intervals between their car and train runs. There are but two places where the majority of these men can loaf during such intervals. The first is the depot at which they report, and the second is the corner saloon that is never far removed from a railroad operating center of such magnitude as the depot units on the B. R. T. system. If the saloon proves the more attractive place, the result is obvious. If the depot is to prove the more attractive place, then it must provide facilities for amusement sufficient to hold the attention of the trainmen for periods ranging from ten minutes to an hour or more.

So the B. R. T. has fitted up in its various depots and terminals what are spoken of as "club rooms" equipped as circumstances allow, with billiard tables, bowling alleys, checker tables, and the like, and providing a place where the men may make up their reports and may also have opportunity to see some of the current literature. In these club rooms also there are being installed by the company, as fast as circumstances permit, employees' lunch counters, which the company operates on the basis that the losses in operation will be borne by the B. R. T., while profits (and there are none as yet) will be turned over to the Benefit Association.

The billiard tables and bowling alleys are administered on a basis of a nominal charge of one cent a cue for pool and one cent a string for bowling; cigars, cigarettes and tobacco are sold, and altogether the income from these expenditures of the operating force creates a fund of several thousand dollars a year, which, when expenses such as attendance for billiard tables and pin boys for bowling alleys are deducted, leaves a sufficient sum to pay part of the running expense of the Employes' Benefit Association.

In one of the club rooms—this one located in the depot at Fifty-eighth Street and Third Avenue, where approximately 500 men are employed—the experiment has been tried of having the men elect a house committee consisting of three conductors, three motormen and one employe from the depot shop, the basis of representation being approximately the same throughout, namely, one member of the committee to 50 employes voting. The membership of this committee has been classified so that one man goes out every sixty days and the members serve for terms of six months each. The committee meets every second Sunday afternoon and discusses the use—or misuse—of the club rooms, the condition of the restaurant, the repairs or renewals which may be needed, and the other conditions which go to make up the comfort of the men working at the depot. The operating officials of the B. R. T. are of the opinion that the Fifty-eighth Street House Committee has been an unqualified success and exercises a valuable influence supplemental to the disciplinary routine of the depot. It is probable that the House Committee idea will be extended to other depots in the not very far distant future.

In the winter time the depots organize bowling teams, and the annual bowling tournament, for which the company puts up the prizes, is one of the most closely contested events held anywhere in the territory in which the company's lines are operated. A number of baseball teams have sprung up at the several depots, and for these the company have provided bats, balls and uniforms to the end that inter-depot baseball games have become quite as popular as the bowling games of the winter season.

The Social Work account is operated to defray the expenses of such things as the bowling tournament and the baseball games. It also provides at the Railroad Men's Club House, located in East New York, free entertainments for the members of the Benefit Association and their families during the winter, which entertainments find their counterpart during the summer

season in excursions for the members' families to Rockaway Beach.

H. J. Heinz Company, Pittsburgh, Pa.

An auditorium which is, in fact, a roomy theater of comfort and elegance with all essential conveniences and accessories, occupies a prominent position in one of the company's main buildings. Here the entertainment of the Heinz workers is the prime consideration. Evening lectures and entertainment of many kinds are given for which both local and imported talent are secured. It is here that, during the Christmas holidays, the occasion is celebrated by a big Christmas tree, all of the employes receiving presents and all contributing to the happiness of their associates and those in charge of the various departments, by the making of gifts and the interchange of the amenities of the Christmas season.

However, the auditorium by no means offers the only opportunity for recreation. The girls' dining room is especially attractive, being a big, bright, cheerful room, adorned with pictures and artistic furnishings, and supplied with a piano, organ, books and magazines.

Roof gardens also contribute to the recreations and diversions of the hours of leisure. These are equipped with seats, fountains, awnings, and other aids to comfort and pleasure.

A free circulating library, with a wide and excellent selection of books, is maintained without cost to the force of workers.

Long rides in the country are a delightful feature of the summer recreations of the girls. All through the season gay parties may be seen on these outings, the arrangement being such that all have an opportunity to participate at some time during the summer. The use of a launch for river trips from time to time lends variety to these enjoyable outings.

A monster picnic stills all the wheels of industry in the great plant on a given day each summer, and the employes, their families and friends, feast, make merry, enjoy their holidays to the full, and knit still closer the ties of companionship and helpful interest in their common welfare.

A modern natatorium and gymnasium occupies an entire building adjoining the works. Various hours each week are set apart for the use of the big swimming tank by the office force, by the female employes, and by the men, and all have the benefit of instruction by a swimming master, while the gymnasium, fully equipped with all necessary apparatus, invites to healthful exercise.

The National Cash Register Company, Dayton, Ohio.

Among the innumerable other "employe relations" activities of this progressive company, a gymnasium has been fitted up with every appliance for exercising and developing the body, and exercising classes are conducted for the heads of departments and office men who care to attend for twenty minutes daily. One section of this gymnasium is fitted up with the most modern medico-mechanical appliances, vibrators, instruments for massage, for simulating horseback riding, and similar devices.

An athletic field is maintained for the use of employes divided into baseball fields, tennis courts, trap shooting, rifle range, and portions for various other sports, as well as places accommodating the spectators at the athletic games. A representative baseball team is organized by the men working in the factory, and on Saturday afternoons, in favorable weather, games are played with teams from other cities.

At the factory, bicycle sheds are provided for employes who ride to their work, compressed air for inflating tires being furnished without charge.

The Prudential Insurance Company of America, Newark, N. J.

This company maintains two recreation rooms at the Home Office, one for women with ample easy chairs and divans, an Edison phonograph and a piano for furnishing dance music. The room is open every day from 12 to 12.45, except Saturdays, also from 4 to 5 each day. Dancing among the female employes only is permitted and arranged for after business hours on certain days of the week. The men's room is open from 12 to 2 and from 4 to 5 P. M. Games are provided for their use and smoking is permitted. Once each year an excursion to the seashore is arranged for by the Athletic Association.

About a year ago the company adopted a plan of permitting a rest period at the Home Office of five minutes in the morning, from 10.30 to 10.35, and five minutes in the afternoon, from 2.30 to 2.35. It has found this to be of unusual value in keeping the clerks at a high grade of efficiency. The office hours are from 8.30 to 12 and 1 to 4, excepting Saturdays, when the hours are from 8.30 to 12. All holidays are given to employes with salary paid, and, during the last two years, without establishing it as a practice, however, the company has given, along with the legal holiday Good Friday, the following Saturday as well, as also the Saturday preceding Labor Day.

The problem of tardiness is one that is difficult to grapple

with. The company has no time clocks, but some years ago it adopted the principle of not penalizing employes for tardiness, but offering a reward for promptness, consisting of what is termed a "special day" once every three months, automatically given to the clerks provided they have not been late at the office and the number of errors in their work has not been excessive during the period named. This special day, with full pay, may either be taken at the close of the three months, or may, to a limited extent, be added to the regular vacation period. The vacations to the Home Office employes, with full salary, run as follows:

1 year's continuous service.....	2 weeks
5 years' "	" 2 " and 1 day
10 "	" 2 " 3 days
15 "	" 3 "
20 "	" 4 "

All Old Guard members are entitled to the Saturday preceding their vacations which begin on Mondays. Vacation period is limited from February 1st to December 31st.

The company also has an organization known as The Prudential Athletic Association, including only male employes, consisting at the present time of approximately 1,400 members, who pay a fee of \$1 a year, the officers of which are employes of the company, although the association is only in an indirect way under the company's supervision. There are at least two athletic meets each year, usually including as contestants the employes of other companies. In addition the following contests are held: bowling, billiards, baseball, basket-ball, tennis and golf, prizes being offered from the funds of the association to the winners in all of the respective track and field meets, and other contests.

The company maintains an orchestra of approximately forty pieces, made up entirely of company employes. It has given each year for a number of years either a minstrel performance, at which the employes have presented most capably the light operas "The Mikado," "The Sultan of Sulu" and "The Balkan Princess." There is also a mandolin and guitar club. There is an assembly room at the Home Office which accommodates comfortably between 600 and 700, in which there is installed an *Æolian Vocalion* and an Automatic Welte Mignon piano, together with an ordinary piano.

During the winter season, under the control of a committee

of the officers of the company, entertainments are given at noon-time by the employes from time to time, alternating with professional entertainers who have been glad to tender their services, including pianists, violinists and singers, numbering among the latter, on at least two occasions, artists from the Metropolitan Opera House, New York. We also have a moving picture machine, and during the winter months, twice a week, and on stormy days at noontime, we either have the entertainments referred to above or moving pictures, furnished free to employees. In addition, for the last three years, the company has furnished not less than one entertainment a month, after business hours, usually beginning at 4.30, consisting either of lectures, illustrated and otherwise, or musical entertainments.

The company has also a library known as the Dryden Memorial Library, consisting of books in current demand, together with a collection of books on business efficiency, as well as the leading periodicals. An arrangement with the Public Library permits of delivery each day of books requested by our clerks.

Ballard & Ballard Company, Louisville, Ky.

Louisville, Ky., is the metropolis of the largest whiskey manufacturing state in the Union, and, not unnaturally, has its share of saloons, which are no better and no worse than those of most cities. The average workingman drops in at the corner bar to have a drink now and then, which not infrequently is followed by several more. The end of this habit is frequently disastrous to the efficiency of the workman, to mention no other considerations.

The Ballard & Ballard Company has effectually knocked out the argument that the saloon is the poor man's club, as far as its own employes are concerned at least, for it has established quarters which were intended to, and actually do, serve every purpose of a club to its men, with the advantage of being right at their work, so that a breathing-space may be spent here which otherwise would not be of much avail.

Opening off the locker-room and wash-room, this big space has been set apart as the men's club-room. It is not ornately furnished, because it is intended for rough, everyday use by a fair to average lot of workingmen in their working clothes. The point is that it is theirs, where they can do as they please, within certain reasonable limits, and subject to certain rules made by a committee elected by themselves from their own number.

Tables are provided on which lunches can be eaten, and when

they are not being used for this purpose, cards are in order. Besides these conveniences, the company has furnished a good pool table, which is usually busy, and a pianola, with a number of records, which are exchanged from time to time so that there is always some new and good music available. It is rather a pleasant sight to see a chap, off duty for a few moments or waiting to begin his shift, sitting at the pianola pedaling off a good selection. The jumper and overalls look a bit incongruous, but that is the significance of the picture.

A reading table, with a good line of popular magazines and several of the local papers, is another feature of the room which is appreciated by the men. In fact, the extent to which the room is used bears eloquent witness that as a whole it fills a need which they feel for some place where they can spend their leisure in harmless amusement. On Sundays, for example, twenty or thirty men can be found here at almost any time, recreating themselves in a quiet, orderly and entirely innocent manner. Most of them come to the mill an hour or so before time to go to work, just to spend the time in the club-room, reading or playing cards or pool. In short, the plan is an entire success from the standpoint of the men, and that means that it is also a success from the standpoint of the company. Contented employees are a big advantage to any concern.

Curtis Publishing Company, Philadelphia, Pa.

The rest room of this company (in which quiet must prevail at all times) is furnished with large, comfortable couches and reclining chairs. The neutral tones used in the color scheme, potted plants and fresh-cut flowers at all seasons, are planned to make the room thoroughly inviting and refreshing.

The Library and Reading Room, opening from the Rest Room, is supplied with 1,600 books and the current magazines. About 900 books are loaned weekly. A writing table supplied with note paper is of great convenience.

The Recreation Room, along the southern end of the building, is flooded with sunlight and gaiety during the noon recess. More than a hundred girls are often dancing on the floor at once, and a mechanical piano-player, with a good library of music rolls, is at their disposal. Great interest has been shown in a series of musicales which are being held in this room once a week.

A promenade on the roof gives a fine chance for exercise at the lunch hour.

A Boys' Club, for boys under 18, has a membership of about one hundred. A lunch-room and a club-room with games are provided, with a summer camp in the country.

A House Paper is published monthly in the interests of the employees.

The Denver Tramway Company, Denver, Colo.

The company consists of four divisions, and each one is provided with a club-room. A large majority of the men on each division are members of one of these clubs, which are all in a flourishing condition, both from a standpoint of enthusiasm and finance. In its latest building the company has provided very elaborate club-rooms. These comprise a large auditorium with stage and theatrical settings, seating about 500. The room is used by all the clubs for such entertainments as they may desire to give—their Christmas trees, minstrel shows, etc.—and it is also in use for educational work, lectures, etc. The auditorium is also provided with moving picture and stereopticon apparatus, which adds largely to the educational feature.

Adjoining the auditorium is a well-appointed library, lounging-room, and then comes the billiard-room, barber-shop, gymnasium, shower-baths and bowling alleys. A great deal of interest is taken in the bowling features, and the company has an eight-team league which occupies the alleys twice each week. The clubs have frequent dancing and card parties, to which the wives and sweethearts of the members are invited. One of the clubs maintains a band, another a singing organization.

Montgomery Ward & Company, Chicago, Ill.

The Recreation Room is the center of social activities of this company. Most popular of these are the parties given very frequently by different divisions of employes' organizations. There is an annual dance for the entire house which is usually given in an outside hall, but recently, by converting the cafe into a ball-room, in addition to the recreation room, the company has been able to accommodate the large crowd in its own building. An annual picnic for all employes is given in July.

One of the most attractive social features is a monthly noon-day concert given by the orchestra. The members of this orchestra are all employes of the company. From a modest beginning in the early autumn of 1915 it has grown to be an indispensable institution in the plant.

Under its experienced director, the orchestra has an edu-

cative purpose, too. In it amateur musicians can obtain a general knowledge of orchestration, and gain ensemble practice. Frequent musicales and concerts in observance of national holidays are given, and convenient music for dancing and programs is furnished.

Numerous clubs spring up during the winter. One of the most enterprising of these is the Laf-a-Lot Club, a social organization the membership of which consists of young women employed in the correspondence division. Fortnightly meetings are held in the Recreation Room. One feature of the program which precedes the dancing is the reading of *The Mirror*, a paper giving a humorous reflection of current events in the department.

Dances, outdoor frolics, theater parties and week-end jaunts to which guests are invited are frequent events of the Laf-a-Lot Club.

The Educational Department does everything possible to promote these social activities. The Recreation Room is always available; classes for social dancing are maintained; suppers are served at cost in the cafe; all conveniences possible in a commercial establishment are at the disposal of employes desiring them.

Beside gymnasium classes for both men and women and an annual field meet, the company has a basket-ball team, a baseball league of twelve teams, and an annual tennis tournament.

The 1916-1917 basket-ball team was selected from a squad of sixteen experienced men. During the season they played, among others, the Hull House, First National Bank, and the Charles H. Besley Company, of Beloit, Wis., teams.

Montgomery Ward & Company's employes' baseball season opens with about twelve teams in action. Through the medium of this league several hundred employes who have been associated in business during the winter are able to meet in games. Approximately two hundred and fifty men are actively engaged each week.

All baseball paraphernalia is furnished by the company. Trophies are given at the season's end to the winning teams. The season extends from May until September, inclusive.

The company has tennis courts located at Cornelia Avenue and Sheridan Road. An annual tournament is held, the finals of which are a feature of the house picnic. Cups donated by President R. J. Thorne are presented to the winners of the Men's Singles, Men's Doubles, Women's Singles and Women's

Doubles. Employees are granted free use of the courts at any time they wish to play.

The Pressed Steel Car Works, Presston, Pa.

The Every-Once-In-A-While Club of this company is an organization of executives, foremen, clerks, etc., in the offices and works, which meets, as its name implies, every once in a while for social entertainment and instructive lectures and talks. The club was organized at a meeting of employes held January 14, 1913.

The affairs of the club are managed by a Board of Governors, consisting of the President, Vice-President, Secretary, Treasurer, and a Ways and Means Committee of five members, all elected annually by ballot of the membership. Funds for entertainment are provided by dues assessed on each member, and five meetings each year during the fall and winter months are held, at each of which a substantial dinner is served, followed by the entertainment for the evening. The programs are varied, consisting of talks on travel illustrated by slides, for which the club has a fine stereopticon, moving pictures, vaudeville entertainments, and athletic competitions, such as boxing and wrestling.

A picnic or excursion is held each year, the first at Alameda Park and two others on the steamer Sunshine, making a trip down the Ohio River lasting about ten hours.

The benefits to be derived in the promotion of social intercourse between the employes of different departments are almost incalculable and visitors at the club meetings always comment on the cordial good fellowship evidently existing.

In 1907 the organization known as the Pressed Steel Car Company Ten Pin Bowling League was formed, primarily to bring the General Office and Works Department clerks and officials closer together, to promote a spirit of good fellowship between them, and to provide a means of sport and entertainment during the winter months. Valuable prizes are offered each year, and at the last annual banquet President Hoffstot, of the Car Company, in his speech to the members, announced that the cup for the season would be donated by him.

Commonwealth Edison Company, Chicago, Ill.

It is the policy of the company to, as far as possible, assist the employes in that which will contribute to their health and enjoyment.

Rest Rooms are provided for the women employed in both the Adams Street and Market Street office buildings.

The Outing given the women employes of the company has become an annual feature of the latter part of the summer.

A "Field Day" is observed annually—usually in June—and is usually held in the spacious grounds surrounding Northwest Station. Various departmental outings and athletic teams are encouraged, and also materially assisted, by the company.

A number of lawn tennis courts have been laid out at Northwest, Fisk Street, and Quarry Street Stations, and at the Substation at Fifty-sixth Street and Lowe Avenue, for the exclusive use of employes, under the auspices of the company section of the National Electric Light Association.

Ample opportunity is provided for those employes who have a leaning toward baseball, bowling, etc., to join the various departmental teams during the season, and exercise their abilities in these directions to the fullest extent.

Blackstone Valley Gas and Electric Co., Woonsocket, R. I.

This company has formed an Employes' Club, known as the "Woonsocket Gas and Electric Company's Employes' Club." They have neatly furnished, light, cool and airy club rooms, consisting of a reading room, assembly hall, and kitchen. A player-piano, combination pool and billiard table, and some gymnasium appliances have been provided, and the reading room is supplied with a large assortment of technical journals and other magazines. There is also a small library, containing principally technical books relating to the electric and gas industry.

To Extend Farm Classes

Thirty counties of Pennsylvania now have courses in agricultural training and, if teachers can be obtained, more will be established in such courses, according to officers of the State Department of Public Instruction. The number of schools giving such instructions has doubled in the last few years. Instruction is also given in blacksmithing and other work necessary about the farms.

Prof. L. H. Dennis, director of agricultural education, is planning to introduce courses in several rural high schools as soon as teachers can be trained, as the outbreak of the war took away a number of men who had been specializing in this branch.

NEWS ITEMS ABOUT OUR MEMBERS

How The International Harvester Company is Educating the Farmers to Larger Production—A Department of "Industrial Relations" to be Established by the Same Company—Description of the Educational Activities of The Mountain States Telephone and Telegraph Company—The National Cash Register Company Shares Its Profits with Loyal Employes—List of Owners of The American Telephone and Telegraph Company—Employe Activities of The Thomas Maddock's Sons Company—The Growth and Philosophy of C. E. Bilton.

Bringing Tractor Knowledge to the Farm

The International Harvester Company believes it is just as necessary to keep every tractor already on the farms working every day, and every night where necessary, as it is to deliver new tractors to the farms, says the *Harvester World*.

The company recognized that if every tractor already on the farms was to be kept in prime condition for twenty-four-hour-a-day work during the 1918 season, tractor owners must improve their mechanical knowledge of the operation of tractors. The company immediately increased its tractor school program and at this time has already held the greater number of its schools, between five hundred and a thousand in number, from one side of the country to the other. More careful preparation was made for the schools than ever before, training schools for the instructors being held in Chicago for more than a hundred men selected from all over the country. The instructors were put through a most rigid course of study and drilled thoroughly throughout the course to make sure they were equipped properly to conduct a tractor school this year.

The average enrollment at these I H C tractor schools may be conservatively estimated at one hundred farmers, dealers, and others directly concerned with keeping every tractor going this year. That is to say, between fifty and a hundred thousand men directly connected up with tractors already on American farms have been instructed this year by the Harvester Company in the proper care and operation of tractors.

It would be hard to calculate the effect of this one item from the Harvester Company's program upon the maintenance and increase of food production next year in the United States. The Harvester Company was able to do it only because of its many years of association with the tractor business and because of its years of experience in conducting tractor schools.

The International Harvester Company Institutes a Department of Personal Relations

The International Harvester Company, upon the recommendation of Cyrus McCormick, Jr., has decided to organize and maintain a "Department of Industrial Relations." Writing of the new plans in the *Harvester World*, the company's house organ, Mr. H. F. Perkins says:

This department will naturally include certain activities in which we may be proud of the position already held by our company. In accident prevention—safety first—we were pioneers, and have not surrendered our leadership. Likewise, in matters of sanitation, desirable working conditions for our employes, medical aid, trained nursing, insurance, and that great field now coming into vastly increasing importance as the war goes on—the field of women in industry—have all been effectively and progressively developed during the past years. But the number of our employes is rapidly increasing and the developments of the problems above referred to, are constantly more exacting of time and study and detail attention, which can only be adequately given by a specialized department.

Alongside with these activities and of pressing importance as never before, the thorough organization of our employment departments calls for experienced leadership. National developments in the past few years have given great emphasis to the absolute necessity of thoroughly trained executives as employment officers in all works employing a considerable number of men.

Industrial leaders are everywhere recognizing that under the absorbing demands of modern business, personal interest and direct contact with the workmen have been too much neglected. Loyalty and esprit de corps between management and men have been overlooked in the struggle for mechanical efficiency and the workman has felt the chill in the atmosphere. He has had no ready access to the management and ownership. In some industries, men, like material, have been housed with care but without any exhibition of individual interest and have reciprocated.

The opportunity is ripe for a broader study of the man as related to his most effective place in the business and the advantages of effective teaching in the early stages of employment have been too lightly considered in the past and the field is inviting and profitable.

Great numbers of working men are discouraged by their early failures and by the lack of apparent interest in their advancement. This no doubt has been one cause of the greatly increased turnover in manufacturing establishments, with a corresponding loss in product and a tremendous, though largely concealed, loss in actual earnings resulting therefrom, with the inevitable consequence of a growth of friction and misunderstanding between the workmen and their supervising employers.

Industrial management has come to realize that only through a thoroughly trained and expert employment man in every well organized industrial unit can the proper remedy be applied. A man occupying this position should represent the best thought and spirit of the owners of the business toward their employes and should give it expression in his direction of the problem of hiring, transferring and discharging.

The importance of his functions naturally constitute him one of the most important and valuable assistants to the superintendents.

Mr. Arthur H. Young, formerly Supervisor of Labor and Safety for the Illinois Steel Company, but more recently director of the American Museum of Safety, will assume the management of the new department about July 1st.

A Description of the Educational Activities of the Mountain States Telephone and Telegraph Company

The Commercial, published by the Denver Civic and Commercial Association, contains an excellent article, descriptive of the work of our Association, in which special attention is given to the educational activities of the Mountain States Telephone and Telegraph Company, a Class "A" representative of our Association. We quote from the article:

"Here in Denver The National Association of Corporation Schools is represented in its membership by the Mountain States Telephone and Telegraph Company, an organization which operates in seven of the Rocky Mountain states and which is recognized as one of the most progressive utility concerns of the country. Three years ago the Mountain States company inaugurated an educational system for its employes which stands today as a model of its kind for concerns which employ thousands of helpers and whose needs constantly must be fed by a labor supply in which brain energy and development form a vital part of the company's success."

"The large educational undertaking of the Mountain States company lies apart from its necessary school for switchboard operators. It is realized that hundreds of the electricians, linemen, engineers and managers must be constantly in a state of development if efficiency in company business is to be maintained. Through a comprehensive correspondence system, inaugurated and maintained by Robert B. Bonney, one of the company's long standing employes, there are put before each employe who cares to devote his spare moments outside of the company's time to advancement in the branches which bear upon his particular work, lessons and informative bulletins upon which much care is spent in preparation. Entirely at the expense of the company, the employe, whether he be a switchboard operator, lineman, batteryman or manager, has the opportunity of studying carefully the information sent to him. Then, through personally prepared papers of prescribed length he may give evidence of what he has learned and secure ratings thereon at the home office, where Mr. Bonney and a force of five assistants are continually at work on the maintenance of the school.

CLOSER RELATIONSHIP

"Through this service it is hoped to draw out the individuality of the employe and establish, as far as possible, closer personal relations between the company and the man employed. Each employe is urged to look upon the entire project as a part of his own development in the service.

"The educational course at present in operation consists of a series of seven lectures dealing with personal development and the Bell system; also an extensive series of informative discussions dealing with the telephone plant itself. In the latter course are included various treatises on elements of electricity and magnetism, substation practice, private branch exchanges and outside plants. There is an additional course which deals with the commercial side of the enterprise and includes discussions of business principles, plant and traffic, accounting and the features which extend into the commercial upkeep of the business, even to the maintenance of publicity and public relations.

"The success of this ambitious undertaking is evidenced, not only from the large enrollment of employes in the courses—the number now ranges close to fifteen hundred—but in the advancement of personal efficiency and in the discovery of vocational proclivities of employes which otherwise might never be brought to light."

John H. Patterson Shares His Profits With Loyal Employees

Three hundred and seventy-five employes of the National Cash Register Company will share in the profits of the concern during 1918, according to an announcement made by President John H. Patterson.

The movement to give employes a working interest in the big business resolved itself into a reality January 1, 1917, when thirty-five department heads were granted attractive shares of the net earnings of the year before.

On the 1st of July, 1917, one hundred and thirty-five other employes were taken into the profit-sharing plan, because it was seen to be proving exceedingly successful and of mutual benefit.

Now this number is to be increased by two hundred and five more employes, according to an announcement, making a total of three hundred and seventy-five who in 1918 will have a definite working and financial interest in the earnings of the company.

The National Cash Register News, in detailing the progress of the plan, says:

"The idea of profit-sharing is merely a 'big-brother' movement with Mr. Patterson, who always has been anxious to see his employes progress and be happy. Not only have the profit-sharers benefited financially from this movement, but the company has been materially rewarded. There has been closer co-operation between all departments and individuals, a noticeably lessened waste of materials, and a more determined effort on the part of employes to produce better results."

Who Owns the American Telephone and Telegraph Company?

The number of shareholders, not including employes purchasing stock under the plan of easy payments, was 86,599 on December 31, 1917, and shows an increase of 16,044 during the year. That the distribution continues to be more general appears from the following:

77,258 held less than 100 shares each; 8,917 held from 100 to 1,000 shares each; 389 held from 1,000 to 5,000 shares each; 18 held 5,000 shares or more each (omitting brokers, holders in investment trusts, etc.).

Of the holders of less than 100 shares each, 21,683 held 5 shares or less each; 59,280 held 25 shares or less each.

The average number of shares held was 50, or deducting

the stock held by Trustees under the Employes' Stock Purchase Plan the average was 49 shares.

A majority of the stockholders are women. Less than 4 per cent. of the stock was at December 31st in the names of brokers and less than 2 per cent. of all the stock is held in Europe.

To the 86,599 stockholders of record shown above there should be added some 33,000 employes of the Bell System in all parts of the country who are paying for stock out of their wages at the rate of \$2 per share per month. (Several thousand employes have already paid in full for their stock, and are now stockholders of record.) Counting these and also those persons whose stock is held for them in investment trusts and the like, there are probably at least 130,000 actual owners of stock in this company.

The Employe Activities of the Thomas Maddock's Sons Company

Thomas Maddock's Sons Company, sanitary potters of Trenton, N. J., Class "A" members of The National Association of Corporation Schools, of which O. C. Short is the representative, have been unusually active the past year along educational lines. In addition to their previous activities, which included apprenticeship training, class for salesmen and for the office force, instruction for foremen and general lectures on civics and health, etc., the women of the plant have been organized in a first aid class. The local chapter of the Red Cross has sent into the plant a prominent physician and surgeon to conduct the instruction. A complete canvass has been made of the plant and a register of all foreign-born taken. Proper blanks from the naturalization bureau are kept on hand and applicants for first papers are helped in filling out the blanks.

A class in citizenship to train for second papers is held at 7.30 P. M. on Thursdays. This class is open to men from other plants in the city. A questionnaire on citizenship has been prepared and distributed.

At the proper time blanks for income tax returns were secured, a general meeting held of all employes subject to the tax; the information needed given and assistance rendered in making up returns.

Organizations of a patriotic nature are encouraged and fostered among the employees.

In brief, the educational department is touching the activities of the plant in an increasing number of places and ways, and is looking for preparation in the present crisis and for the future responsibilities. "Cooperation" is the key word.

The Rise and Philosophy of C. E. Bilton

The American Machinist contains an article in its February issue complimentary to Mr. Clarence E. Bilton, president of the Bilton Machine Tool Company, of Bridgeport, Conn.—a Class "A" member of our Association. The article describes the rise of Mr. Bilton from a position of blacksmith apprentice at \$3 per week to president and principal owner of the Bilton Machine Tool Company, a million-dollar concern.

Mr. Bilton is president, but he says that when he is fifty he hopes to retire and turn over the concern to younger men of executive ability—*to let go*. And that no potential executive may be overlooked or any boy be deprived of his chance, Mr. Bilton conducts an excellent school for apprentices in which "His Boys" get real training.

Mr. Bilton is treasurer of the Bridgeport Trucking Company, president of the Bridgeport Electric Products Company, director of the Stratford Trust Company, vice-president and director of the Bridgeport West Side Bank. He was chairman of Trumbull Connecticut School Board, and is now president of the Bridgeport Manufacturers' Association.

NEWSY NOTES

The Eastman Kodak Company has found the "suggestion system" of much profit. After trying out many different plans, this company has returned to its original conception, which permits foremen to offer suggestions as well as employes under their jurisdiction. In January fifty-seven suggestions were accepted—the awards on which totaled \$318.

"If He Fails to Advance He Is a Bad Investment"

"To me," says J. Ogden Armour, "every man who enters our employ is an investment. If he fails to grow, to advance, he is a bad investment and we are the losers."

"If I don't trust a man I don't give him responsibility. If I *do* trust him I let him alone. I want my men to think for themselves. I want them to come to me *with* a decision, not *for* a decision. I expect them to handle their jobs as they see fit, knowing that they will have to answer to me only for *results*."

THE ADVANTAGES OF A SUPERINTENDENT OF LABOR

One of the Foremost Authorities on Industrial Subjects, Cyrus McCormick, Jr., of The International Harvester Company; Writes in the "Harvester World" of the Changed Conditions in Industrial Corporations and Emphasizes the Ever Growing Pressure of the Labor Problem and Suggests Modifications in Industrial Management to Meet These Conditions.

By CYRUS McCORMICK, JR.

Speaking industrially, the present age is one of specialization. Experience has shown that a greater production can be achieved only from intensifying the process of manufacture. We find, for instance, that we can improve the quality of any product and yet reduce its cost by a better study of the functions of machine tools. Automatic machinery has come to stay. Progressive machining and progressive assembly are known sciences. The time has come when we must ask ourselves frankly if we are making the same good use of man power that we are of machine power.

Speaking economically, an employer should take not only the same, but better, care of his men than he does of his machines. No factory superintendent would consent to the operation of any gear cutter, for instance, which was so dulled as to cause its rate of production to drop below the point of efficiency. Do we take the same care to keep our men from being dulled? I mean just this, if we spend time and money to keep our machinery in the best order, how much more should we be willing to spend time and money to keep our men in good health.

Good health does not mean simply that the man is free from colds or fevers. It means that he is happy in his home and in his work, and it means further that he is surrounded with conditions of labor which make it possible for him to produce at all times up to the point of maximum efficiency. Good health means happiness, for the two are inseparable. We must, therefore, ask ourselves if we have provided the means to keep our men healthy and happy with the same care that we have taken to keep our machines properly and efficiently running.

Looked at from the standpoint of dollars and cents, it costs money to keep a man, or a machine, working who is not doing his job properly, and yet the man may be failing through no fault of his own. He may not be properly placed. He may, for instance, be working in an automatic department, whereas he

should be on the assembly floor. Have we studied carefully enough the human side of manufacture? Have we developed a system whereby we may know without possibility of doubt that a man is in the right place?

There is probably no official in this company who has not read the figures put forward by employment experts regarding the cost of replacing men who leave the service. It would be of no avail in this brief article to quote a great number of figures. Suffice it, therefore, to say that the best experience available shows that in all kinds of manufacture and foundry work, including figures made up in some of our own shops, it costs anywhere from thirty-five to sixty dollars to train a new man. It is not only the money that is lost until he learns his new job. The efficiency of his department is reduced. The stability of the whole force is upset. Have we made as careful a study as we should of this great problem, the importance of which can be easily recognized, if we multiply by an average of fifty dollars the hundreds and thousands of men who each year enter our employ.

As was said in the beginning, this is the age of specialization, and it seems unquestionably necessary to direct the same specialized thought and effort to the problem of man power that we direct to our mechanical problems. There is probably no man living hardy enough to say that he has found a final solution of these problems, and yet many manufacturing companies have made a start in the right direction. They are trying by various systems to work out a solution which may at once take care of the three problems mentioned above; that is to say, the problem of seeing that the men are kept in as good repair as the machines, the problem of seeing that each employe is placed in a position where he can achieve the best results for himself and for the company, and the problem of reducing the tremendous expense of employment.

These companies have appointed labor superintendents whose duty it is to specialize in the intricacies of labor problems. They recognize that each foreman and each superintendent is too busy to give all the thought necessary to every one of the questions that confront him. Whereas, in years gone by the superintendent was his own assistant, his own general foreman, his own production manager, his own labor superintendent, it is now necessary to decentralize these activities and to provide specialists for each one of these departments. Similarly, in a company as large as the International Harvester, it

will, without doubt, soon be necessary, just as we now have specialists in engineering, heat treatment, sales, advertising, etc., to provide a specialist in labor problems for the company as a whole.

The company has, in certain instances, made a good start in the right direction. I recall, for instance, that one of the greatest experts in this subject said he envied the results we were achieving in one of our factories. We have men in our various plants who make it their specialty to pick men for jobs and jobs for men. Figures already show some of the good work they have done, but it is certainly true that the greater part of the desirable progress still remains to be achieved. These labor experts have had an up-hill battle. They have borne the burden of introducing a new science into an old organization. As is necessarily the case with pioneers, they have made some mistakes which have been used as proof of the undesirability of the whole system; and they have been handicapped by lack of any code of precedent or custom whereby their steps ahead might be governed. In the majority of cases, however, their efforts have been well received. They have opened to the company an avenue of great possibilities.

A full realization of the development they have begun will, unless I am very much mistaken, call for the highest talent. Just as in the branch house, the advertising man is no longer regarded merely as a clerk, so in our factories we must bring ourselves to realize that the resident labor superintendent must have greater powers and responsibilities. He should, in fact, be second in importance to the superintendent alone. He must have an intimate knowledge of every job in the factory and, more, he must be one of those rare individuals whose insight into human nature is so keen that his judgment of men's characters and worth, potential as well as actual, will be unquestioned. Each superintendent will admit this man to his confidence and give his advice the authority due to every expert in his own line. And being an expert, the company will see to it that his influence is paramount.

Because of the ever-growing pressure of the labor problem it is all the more important to regard this man, as I do, with the greatest consideration. Human ingenuity can invent new machines, if the old prove unsatisfactory; or it can devise new methods to meet new conditions. But no one can invent men. All we can do is to develop them to the highest degree of efficiency, for the good of every one concerned. We know it is

neither efficient nor just to work men too many hours or pay them inadequate wages. But do we know just as clearly what is efficient and just? Our labor superintendent must tell us that. He must show us how to teach men better ways of doing their work, and devise many helpful methods to do away with difficulties that now seem overwhelming. Strikes, for instance, are nothing more or less than the product of lack of understanding. New and untrained employes can and should be more easily and quickly trained than is now the case, and their introduction into industry should be accompanied with less trouble. Nothing we can do will be so helpful as to install a labor expert whose duty it will be to solve these problems. These are but two examples of immediate interest of what such a man, highly trained and backed by the splendid force of the whole organization, can achieve.

It will not avail us if we handle these problems in a small, half-hearted way. The situation at any one factory is of course governed by local conditions, but it is not essentially different in its fundamentals from the situation at any other factory. The broad principles governing the health of our employes, their ability to perform the tasks assigned them, and the cost of finding new men, are very largely the same. When the time comes—as it soon will—we must face these problems together, and together find the answer.

We must equip ourselves to continue our production as efficiently as we have in the past. We must avail ourselves of every method upon which scientific manufacture places its stamp of approval. We must grow with the era in which we are living. There is no question but that the labor problem is the great one of the future. Our method of approach to it must not be heterogeneous. It will require the best brains we can find inside or outside our organization, and in my opinion, one of the best doors that is open to us is to find somewhere a labor superintendent who will help us solve these great questions in which we are so vitally interested.

Education in Portugal

There are three universities in Portugal: Lisbon, Columbia (founded 1290) and Oporto, having the usual faculties. There is also a technical school at Lisbon, which provides instruction in engineering, chemistry, etc. There are also special colleges for music and art at Lisbon and Oporto, commercial colleges, a military academy at Lisbon and a naval school.

"THE REGENERATION OF SLIDERTOWN"

How John H. Patterson, a Far-sighted Manufacturer who Believed in Boys, Made Good Citizens of So-called "Bad Boys"

John H. Patterson, president of the National Cash Register Company, of Dayton, Ohio, in the early days of the company was faced by the problem of the "bad boy." The factory was located in what was known as Slidertown, at that time a very undesirable section of Dayton. It was said that everything bad in Dayton slid down to Slidertown. The people lived in old tumble-down shacks, and no effort was made to keep things clean. Neighborhood sheds harbored thieves, gamblers, and even worse.

As might be expected, the boys reflected the character of the neighborhood. The coming of the factory furnished them a most enjoyable diversion. It became a matter of pride to see who could break the most windows. The company erected a high board fence to keep the youngsters away. This simply provided additional zest, for they then were obliged to break the fence before they could break the windows. Needless to say, they did both.

Something had to be done. Mr. Patterson first decided to appeal to local pride and to set a worthy example by cleaning up and beautifying his own premises. A landscape gardener was called in, the unsightly fence removed, grass seed sown, flowers and shrubs planted, and the factory buildings painted. But this did not have the desired effect. The boys had another objective; they pulled up the flowers and shrubs as fast as they were planted. Then was shown Mr. Patterson's insight into human nature and his deep belief in the innate goodness of boys.

DID NOT BELIEVE THE BOYS REALLY BAD

Another man would have appealed to the police, but Mr. Patterson did not believe these boys were bad boys. He considered them just ordinary boys with nothing to do. Following his usual direct line of reasoning, he sought to give them something constructive to do instead of leaving them to follow the line of least resistance and do destructive things. A small house near the factory was secured and fitted up as a house of usefulness. The boys were then invited to visit the company. Although suspicious, their curiosity led them to come, and their

interest was secured by starting classes in wood carving, clay modeling and drawing. Later classes in sewing and cooking were formed for the girls.

The movement was a success from the start, but it could not be expected to be permanently successful, for it did not satisfy the boy craving for the great outdoors. Also, Mr. Patterson wished to develop in those youthful minds the creative instinct and the love of order, industry and Nature. So a plot of land near the factory was secured, cleared and prepared for gardens. The boys were furnished with seeds and tools, and set to work raising vegetables, under a competent instructor.

RINGLEADERS PLACED IN CHARGE

The natural leaders among the boys, the very ringleaders who had caused the company so much trouble and expense, were placed in charge of the work in the gardens. Responsibility sobered them and they diverted their talent for leadership from a bad cause to a good one. The garden movement was and is a huge success. The boys became intensely interested and soon developed into practical gardeners. With this outlet to their energy, depredations on the company's property ceased. But that was a small part of the benefits gained. The boys became changed boys and spread the gospel of right living at home. Gardens were planted at their homes, border lines of flowers took the place of dividing fences, and the neighborhood began to take on a vastly different aspect.

Then the company gave illustrated lectures on landscape gardening, distributed seeds and helped in many practical ways. Today "Slidertown" is known as South Park, and is an exceptionally beautiful section of Dayton. The movement spread over the city and was the forerunner of the present widespread vacant lot and backyard garden movement.

After a time the boys organized a company known as the Boys' Garden Co., and incorporated under the laws of Ohio. Regular business meetings were held under duly elected officers. Rules were made and rigorously lived up to. The greater part of the produce raised is taken home. The remainder is sold, the money banked, and at the close of the season a cash dividend is declared. How great is the interest and how practical are the results is shown by the fact that last year the boys raised over \$1,800 worth of vegetables on one and one-quarter acres of land. Eighty boys work in the garden, each having a plot of ground 10 feet by 80 feet, which they tend before and after school.

PRIZES FOR BEST RESULTS

At the close of each season the company gives several prizes for the best results. This stimulates the boys to greater effort the succeeding year. The boys are given two years of work in the gardens, after which they receive a diploma, which is an excellent recommendation and testimonial when they apply for a position in later years. It is necessary to limit the time in which the boys can work in the garden, for so popular is the movement that there is always a waiting list, and it is desired to give the greatest good to the greatest number. However, most of the boys continue their gardening at home, and in any event, in the two years they have acquired habits of industry that stick with them all through life.

Many of the oldest and most trustworthy employees of the N. C. R. Company are those same boys that were once considered "bad boys," thus showing conclusively how great is the influence of environment and early training. Here is work that the state can and should do. There are always plenty of idle boys. In most cities and towns there are plenty of vacant lots. Let the state do as John H. Patterson did, set the boys at work that appeals to them. Let them feel that they are doing something that is useful and that is appreciated, and the great majority will give their whole-hearted and loyal cooperation.

For boys have a keen sense of justice and fair dealing, but they have not the judgment that permits them to see that the restrictions by which they are hedged about are intended for their good. They need to be led, not driven. Mr. Patterson has always considered this garden movement one of the most practical things he ever did, and Mr. Patterson is preeminently a practical man. He has made a wonderful success of his business, but all through his interesting career it has been his aim to make men first and cash registers second. Look into his heart and one would find that, proud as he is of his cash registers, he is far prouder of the fact that he has been instrumental in bringing out the best in so many men.

ORGANIZED A SUBSIDIARY COMPANY

But to get back to the boys. A later development of the N. C. R. Boys' Garden Company was the organization of the Boys' Box Furniture Company. After two years in the gardens, the boys are eligible to membership in the Box Company. This is also a real business institution, run by the boys themselves and

incorporated under the laws of Ohio. It has a factory and sales room near the N. C. R. Company. There is an average of 21 boys at work, of ages between 11 and 15 years. Dividends are distributed according to the number of hours spent at work. In 1917 the cash dividends amounted to \$205.33.

The boys have an instructor and are taught the use of carpenter's tools, and how to build useful furniture and to make repairs about the house. The training teaches them to be accurate with the eye and the hand, to be thorough and to appreciate the value of work. The N. C. R. Company furnishes all tools and material, the latter consisting of poplar and yellow pine obtained from the boxes and packing cases discarded at the factory. All rough lumber is shaped by a band saw, used by the instructor.

The boys take great pride in their work and become exceptionally good workmen. They make and sell bookcases, tabourettes, sewing stands, children's furniture, flower boxes, bird houses and many other useful and ornamental things. Special orders are received for clothes chests, desks, telephone stands and other articles of furniture. They have a selling force and a ready market for their goods. In fact, it is a thoroughly businesslike organization and gives to its personnel a business as well as a vocational training that is of the greatest value in after life.

SHOULD BE MADE A NATIONAL MOVEMENT

This supervision and training of the boy which was inaugurated by John H. Patterson could with great profit be made a national movement. Especially right now, when it would accomplish the twofold object of counteracting the deteriorating influences of the war and at the same time enable the boys to become a most useful factor in the welfare of their country. If the N. C. R. boys could raise eighteen hundred dollars' worth of vegetables on an acre and a quarter of land, what could be accomplished by the united effort of the hundreds of thousands of boys in the United States?

Of course, proper direction of this work on so great a scale could not be accomplished in a day, but if every community took hold much could be done in a year. The benefits would be cumulative, and in a few years not only would the problem of the "bad boy" be largely solved, but incidentally the movement would go far toward solving the question of the high cost of living.

The influence on the future of the country would be incalculable. The boy of today is the man of tomorrow. Improve

the boy of today and we improve the man of tomorrow. With the general standard of citizenship raised, the slow process of moral, mental and physical evolution would be immeasurably hastened, the money and effort spent on reform schools, prisons and asylums could be largely diverted to the public benefit. This is a matter which has too long been neglected. Prevention is better than cure and is a great deal easier and more certain. Right education and training, the formation of correct habits of thought and action are the basic features of the work that must be done for the betterment of the child.

The School Stands by the Flag

America now in her hour of real testing is reaping the harvest of her sowing. The money she has put into schools is paying big dividends now in a fine array of intelligent, alert, efficient citizenry, who in camp and factory, on farm and field, in home and office, in council and commerce, are doing their bit. Through no other agency than our schools could a people so widely scattered and so gloriously conglomerate be rallied so quickly, so closely, so unitedly as ours has been in this distressful emergency. "*'Tis the school house that stands by the flag! Let the nation stand by the school.*" It would be purblind folly—bonehead stupidity to cripple the schools now. How about the men and women of that great tomorrow? Won't they have difficult problems to solve? Won't they need trained minds, wholesome bodies, noble souls? Eternal vigilance is the price of liberty. Yea, verily, "*Michigan's on guard tonight.*" There must be no slacking in the school business.—*H. R. Pattengill, former superintendent of schools of Michigan.*

Reclamation of Men

The problem of reclamation of men injured in the military service by providing for their vocational education at Government expense is proposed in an administration bill introduced recently by Senator Smith, of Georgia. The bill would appropriate \$2,500,000 for the work. A department of labor service for obtaining employment for men trained in vocations best suited to their physical and mental condition also is proposed.

Salesmanship to be Taught in Chicago Schools

Girls who find employment as saleswomen in Chicago schools may hereafter get their education in salesmanship in the public schools. Classes to teach salesmanship, and exclusively for girls, have been established in several of the high schools of that city. When there is occasion for extra employes in the department stores, students of these classes will be given preference, thus enabling them to get practical experience while taking the course.

Developing Industrial Training in Buffalo

In an article reviewing the industrial educational movement in Buffalo, the *Courier* predicts that half a hundred educational, vocational and manual training teachers will be employed. In an interview Director Wing, of the Vocational Department of Buffalo's schools, says: "Mechanics find suddenly that they are called upon to carry on a line of work with which they are not familiar. As a result these men, eager to meet the requirements and become efficient, are calling us up or coming here to ascertain what courses we will be able to furnish them this fall along these special lines. Naturally this will call for a number of instructors in addition to the seventy now employed."

"There is bound to be a greater demand for vocational courses in both the day and night schools this year than ever before," further explained Mr. Wing. "We cannot get away from that. The constant inquiries are proof. One Buffalo manufacturer yesterday told me he absolutely could not get the skilled men that he needed to carry out two big emergency contracts for tools."

A Bethlehem steel expert told Mr. Wing the other day, he said, that so many new recruits are being added to the industry daily that it is necessary to have one instructor for every four men so as to make them worthy of their hire within a short time.

"The same thing prevails in Buffalo," continued the vocation expert. "The war situation has created a new position in the majority of industries. This position is that of instructor. The constant changing and inflow of men make it absolutely necessary that certain persons be designated to teach the new recruits."

Earn and Learn

Earnings of students in educational institutions are gradually increasing. Earn and learn is becoming a new motto. Dur-

ing the recent summer vacation of the Lane Technical School of Chicago the earnings of its students totaled \$104,822.04.

The average term of employment was 7.7 weeks, the average earnings were \$7.36 weekly, the highest wages were \$30.25 a week and the lowest \$1.

A majority of the students worked as clerks, messengers, errand boys, stock boys, newspaper boys, caddies and at like tasks. Ninety-four found employment as helpers in machine shops, twenty-seven as helpers in electric shops, forty-one in pattern and carpenter shops.

One young man earned \$27.50 a week as an oiler at a pumping station. Another had a job in an airplane works. Another was employed as a secret service agent.

Night Courses at the Johns Hopkins University

Johns Hopkins University has inaugurated night courses and has received between one hundred and seventy-five and two hundred applications for enrolment for further technical training. There is a course which specializes in marine engineering and the class is held under the United States Shipping Board's direction—another evidence of the practical cooperation of an educational institution with modern industrial requirements.

Surely man has come to himself only when he has found the best that is in him and has satisfied his heart with the highest achievement he is fit for. It is only then that he knows of what he is capable and what his heart demands. And, assuredly, no thoughtful man ever came to the end of his life, and had time and a little space of calm from which to look back upon it, who did not know and acknowledge that it was what he had done unselfishly and for others, and nothing else, that satisfied him in the retrospect, and made him feel that he had played the man. That alone seems to him the real measure of himself, the real standard of his manhood.

—Woodrow Wilson.

PREPARATION FOR FOREIGN TRADE

Those who are taking the initial steps by creating export departments in their organizations, and adjusting or changing their products to meet conditions prevailing in the markets they would reach, are, first of all, confronted by the problem of obtaining workmen, office men, salesmen, and executives trained to handle their business, a difficulty which, it is safe to say, but few companies find easy of solution. This condition prevails because the foreign trade of the United States is in its infancy and only recently has the question of special training been considered by public men, corporations, public schools, and universities.

We are only just realizing that this is one of the handicaps we have been under in the competition with our European commercial rivals, and this is why banking, shipping, exporting, and manufacturing offices are employing an ever-increasing number of foreign-born persons who acquire the requisite special training in schools, universities, and business offices in England, Germany, and France.

Few foreigners, however, become managers or salesmen for us, and among the brightest business men in the United States today are those Americans in our exporting offices, or out on the firing line, building a foreign trade. Abundant success has come to these men who have gone through the training mill and perfected themselves for the work. But I wish to impress upon you the fact that, if we need American ships and American banks for our foreign trade, the need for an army of specially trained American salesmen and employes is more acute.—*JAMES W. FARRELL, President of the United States Steel Corporation.*

A DEFINITION OF A SALESMAN

There are two essentials necessary in the composition of a good salesman. The first is personal magnetism—that great magnetic quality in the human make-up that commands and holds attention at will. Naturally it is a gift, although it may be obtained, in a lesser degree, by convincing argument. The second, and no less important essential, is to know the article you are selling, to understand its merits so thoroughly to be able to explain them so clearly, that the lack of personal magnetism is overcome by the sheer weight and lucidity of the sales talk.

The salesman to succeed must have initiative, be resourceful, and above all believe in, and have a thorough knowledge of his product. The employer, on his part, who expects his salesman, or any other employe, to make good, must meet effort with trust, exercise only advisory supervision, and give initiative unlimited sway."—T. W. Pelham, Sales Manager of the Gillette Safety Razor Company.

STANDING COMMITTEES

Sub-Committees of the Executive Committee

Program

F. C. HENDERSCHOTT, Chairman.
The New York Edison Company, New York, N. Y.

Duties:

To plan the work assignments of committees and the convention program.

Publications

E. J. MEHREN, Chairman.
McGraw Hill Publishing Company, New York, N. Y.

Duties:

To supervise the Association's publications.

Membership

W. W. KINCAID, Chairman.
The Spirella Company, Inc., Niagara Falls, N. Y.

Duties:

To be responsible for getting new members. To investigate the loss of old members.

Cooperation with Other Organizations

DR. H. M. ROWE, Chairman.
The H. M. Rowe Company, Baltimore, Maryland.

Duties:

To be responsible for cooperation with other organizations.

Training Educational Directors

C. R. DOOLEY, Chairman.
Westinghouse Electric & Manufacturing Company, East Pittsburgh, Pa.

Duties:

To supervise the experimental

course arranged with New York University for training educational directors and in-

structors with a view to developing similar plans at other educational institutions.

Committees of the Association

Organization and Administration

A. C. VINAL, Chairman.

American Telephone and Telegraph Company, New York, N. Y.

Duties:

To determine the best methods of organization of educational work as a function of management in typical instances.

Methods of Instruction

J. K. BRUGLER, JR., Chairman.

Western Union Telegraph Company, New York, N. Y.

Duties:

To further determine the application of the laboratory, library and inspection trip methods.

Public Education

Section I—Elementary and Secondary Schools

C. E. SHAW, Chairman.

Dennison Manufacturing Company, Framingham, Mass.

Duties:

To determine ways by which member companies can best cooperate with these schools.

Section II—Continuation Schools

DR. PAUL KREUZPOINTNER, Chairman.

The Pennsylvania Railroad Company, Altoona, Pa.

Duties:

To report on the application of the Smith-Hughes Vocational Educational Law.

Health Education

SYDNEY W. ASHE, Chairman.

General Electric Company, Pittsfield, Mass.

Duties:

To suggest methods of improving the health of employees.

Employment

F. P. PITZER, General Chairman.

The Equitable Life Assurance Society, New York, N. Y.

Section I—Employees Selection and Job Analysis

H. A. HOFF, Chairman.

E. I. du Pont de Nemours & Co., Wilmington, Del.

Duties:

To determine how typical clerical and mechanical jobs can be analyzed as an aid in determining the kind of employe desired.

How can employes' fitness for particular typical jobs be determined by tests.

To determine records and organization necessary to best handle promotions and transfers.

Section II—Labor Turnover

F. P. PITZER.

The Equitable Life Assurance Society, New York, N. Y.

Duties:

To determine the best methods of calculating turnover.

To determine that per cent of turnover under typical conditions which can be accepted as normal.

Marketing

DR. LEE GALLOWAY, General Chairman.

New York University, New York, N. Y.

Section I—Advertising, Selling and Distribution

DR. LEE GALLOWAY, Chairman.

Duties:

To ascertain what organized training is desirable for those engaged in foreign trades.

Section II—Retail Salesmanship

MISS BUELAH KENNARD,
23 Park Ave., New York City.

Duties:

To determine how to teach a knowledge of merchandise and its uses as a basis of training for better service in retail selling.

Office Work Training

R. H. PUFFER, Chairman.
Larkin Company, Buffalo, N. Y.

Duties:

To determine under what conditions is organized training for office boys, clerks and stenographers advisable.

Technical and Executive Training

KENDALL WEISIGER, General Chairman.

Southern Bell Telephone and Telegraph Company, Atlanta, Ga.

Section I—Technical

W. M. SKIFF, Chairman.
General Electric Company, Cleveland, Ohio.

Duties:

To determine what ways can employers of technical graduates

cooperate with technical schools.

Section II—Executive

NORMAN COLLYER, Chairman.
Southern Pacific Company, San Francisco, California.

Duties:

To suggest methods of promotion and training of minor executives in handling men and carrying out company policies.

Trade Apprenticeship

F. W. THOMAS, General Chairman.
The Atchison, Topeka & Santa Fé Railroad System, Topeka, Kansas.

Section I—Railroads

THOMAS G. GRAY, Chairman.
Southern Pacific Company, Sacramento, Cal.

Duties:

To determine what supervision of work is desirable for other than machinist apprentices in railroad shops.

Section II—Manufacturing

J. J. GARVEY, Chairman.
Western Electric Company, Inc., Chicago, Ill.

Duties:

To ascertain under what conditions is an apprentice instruction shop desirable in a manufacturing plant.

Section III—Steel

P. E. WAKEFIELD, Chairman.
Carnegie Steel Company, Duquesne, Pa.

Duties:

To ascertain what supervision of shop work is desirable for apprentices in steel mills.

Unskilled and Semi-skilled Labor

J. E. BANKS, General Chairman.
American Bridge Company, Ambridge, Pa.

Section I—Unskilled

H. T. WALLER, Chairman.
The B. F. Goodrich Company, Akron, Ohio.

Duties:

To determine best plans for Americanizing the foreign born. Recommend standard educational programs for American (including negroes) unskilled workmen.

To determine best methods of teaching English to the foreign born.

Section II—Semi-skilled

CARL S. COLER, Chairman.
Westinghouse Electric and Manufacturing Company, East Pittsburgh, Pa.

Duties:

To determine best methods of instruction to bring operators up to standard rates on specific tasks.

Local Chapters

JOHN MCLEON, Chairman.
Carnegie Steel Co., Pittsburgh, Pa.

Duties:

To be responsible for the relations with the Association's Local Chapters.

To supervise the organization of groups of members into Local Chapters.

To be responsible for the furthering of the Association's interests through the Local Chapters.

Nominating

JOHN MCLEON, Chairman.
Carnegie Steel Company, Pittsburgh, Pa.

Duties:

To nominate candidates for the offices and executive committee as required by the constitution.

Directory of Local Chapters

Pittsburgh Local Chapter

C. R. DOOLEY, Chairman.
Westinghouse Electric and Manufacturing Company.
P. E. WAKEFIELD, Secretary-Treasurer.
Carnegie Steel Company, Duquesne, Pa.

New York Local Chapter

JOHN T. SCANLON, Chairman.
Standard Fashion Company, New York, N. Y.

Philadelphia Local Chapter

MONT H. WRIGHT, Chairman.

John B. Stetson Company, Philadelphia, Pa.

N. F. DOUGHERTY, Secretary-Treasurer.
The Pennsylvania Railroad Company.

Chicago Local Chapter

WILLIAM R. DEFIELD, Chairman.
Montgomery Ward & Company, Chicago, Ill.

JAMES J. GARVEY, Secretary-Treasurer.
Western Electric Company, Inc., Hawthorne Station, Chicago, Ill.

POLICY AND FINANCE COMMITTEE

ARTHUR WILLIAMS, Chairman,
General Commercial Manager The
New York Edison Company.

CLARENCE H. HOWARD, President,
Commonwealth Steel Company.

DR. JOHN PRICE JACKSON,
Commissioner of Labor and In-
dustry of Pennsylvania.

**A. A. ANDERSON, Secretary Educa-
tional Committee,**
American Museum of Safety.

N. F. BRADY, President,
The New York Edison Company.

**DR. ARTHUR A. HAMERSCHLAG, Di-
rector,**
Carnegie Institute of Technology.

WILLIAM R. HEATH, Vice-President,
Larkin Company.

N. C. KINGSBURY, Vice-President,
American Telephone and Tele-
graph Co.

M. W. MIX, President,
Dodge Manufacturing Company.

JOHN H. PATTERSON, President,
The National Cash Register Com-
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CHANCELLOR E. E. BROWN,
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New York.

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DR. JOHN FINLEY,
Commissioner of Education of
New York State.

H. A. HALLIGAN, Vice-President,
Western Electric Company, Inc.

JAMES A. ROOSEVELT,
Roosevelt & Thompson.

DR. CHARLES P. STEINMETZ,
General Electric Company.

**DR. HERBERT J. TILY, General Man-
ager,**
Strawbridge & Clothier.

JOHN MCLEOD, Ex-President,
The National Association of Cor-
poration Schools,

Carnegie Steel Company.

F. C. HENDERSCHOTT, Secretary,
The New York Edison Company.

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FELS & COMPANY, Philadelphia, Pa.	Mr. MAURICE FELS
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